

AMERICAN MANAGEMENT ASSOCIATION, INC.
The American Management Association Building
135 West 50th St., New York, N. Y. 10020
Tel. (Area Code 212) JUdson 6-8100 (TWX 212-640-5279)

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COMPANY	TITLE:
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CITY	
STATE	
ZIP	

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POSITION	DATES:
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American Management Association
The American Management Association Building
135 West 50th St., New York, N. Y. 10020

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T NELSON
SYSTEMS CONSULTANT
BOX 1546
POUGHKEEPSIE NY 12603

Registration Procedure for Orientation Seminars: Fill out and return the card. Or, wire or phone the Registrar at the address given. Registrations must be made in advance, and may be made up to the time of the meeting, subject to confirmation. Applicants should not come to the meeting without advance confirmation. Confirmed registrations cancelled later than two weeks before the meeting are subject to a \$25 service charge. Registrants whose applications have been confirmed and who fail to attend a meeting are liable for the entire fee unless they contact the Registrar prior to the meeting to cancel their reservations.

Hotel Accommodations — AMA does not arrange hotel accommodations. However, the Americana Hotel (7th Ave. at 52nd St.) will hold a limited number of rooms for registrants up to two weeks before your meeting starts.

These rooms will be at either the Americana Hotel itself, or at the City Squire Inn (affiliated with the Americana) — both within one block of the American Management Association Building. To take advantage of this service, act promptly to be sure of accommodations. Please contact the Americana Hotel directly for reservations, mentioning AMA to assure preferred treatment.

Registration Fees — The full fee is payable in advance and includes the cost of all luncheons and meeting materials.

AMA	Non-
Members	Members*
\$150	\$175

Each three-day meeting

***Nonmembers:** Difference between member and nonmember registration fee can be applied to AMA membership. Check box on card for full information.

PRINTED IN U.S.A.

NEW YORK MEETINGS IN MARCH



Managing COMPUTER PROGRAMS

Design and Application of REAL-TIME SYSTEMS

Evaluating and Selecting COMPUTERS AND EDP EQUIPMENT

American Management Association

GUIDELINES FOR COMPANIES UPGRADING OR CONVERTING TO NEW COMPUTER EQUIPMENT

Today, your company's efforts to evaluate computer equipment require *organization*. But they require a special kind of organization geared to your company's information requirements . . . to up-to-the-minute information on the rapidly changing inventory of available equipment . . . to accurate forecasts of your future activities and needs . . . and to careful estimates of time and cost requirements in converting to new hardware or software.

But most important, you must be able to accurately judge advantages and disadvantages of different equipment for your company . . . and then understand how to weigh the trade-offs between major and minor considerations before you commit company resources and future capabilities to a definite computer selection. What's more, experience has shown that selection decisions based on plans for a few routine EDP applications can result in ruinously high costs due to insufficient machine volume . . . incompatible software . . . and constant conversion of programs.

Advance preparation is the key. This means starting your company out with a really workable program for investigating capabilities of the various computers available — using charting, analysis and scoring techniques for making comparisons between types of equipment. And, you'll need to know how to successfully evaluate your EDP applications . . . how to estimate the time required to prepare a computer for a job — and the time required to complete it.

AMA's orientation seminar, **EVALUATING AND SELECTING COMPUTERS AND EDP EQUIPMENT**, will provide you with fresh insight essential to a productive organization of your company's effort to first evaluate, then select the best configuration of modern EDP equipment. At the meeting, speakers, with broad knowledge of the vital factors in your consideration of EDP equipment, will discuss the best methods of organizing your computer evaluation effort . . . how to establish your organization's requirements . . . and the five complex factors influencing your equipment selection.

Speakers will also cover the process of evaluating financing proposals . . . negotiating with equipment vendors . . . presenting your requirements to manufacturers . . . standardizing measures of computer performance and computer rating techniques. In addition, the seminar will conclude with a look at the most practical methods of presenting computer equipment recommendations to management . . . sound decision-making strategies . . . and ways of differentiating key factors for management review — thus providing management with rational and logical bases for decisions.

Check over the outline opposite and decide who from your company will benefit most from attending. You may send a team of men from your company, but overall attendance at the meeting is limited so it's important that you make your reservations *now*. Fill in and return the clip-out card on the back of the folder. Or, for immediate confirmation of your reservations, simply wire or phone AMA's Seminar Registrar in New York City.

EVALUATING AND SELECTING COMPUTERS AND EDP EQUIPMENT

Orientation Seminar #6273-05

March 15-17, 1967

AMA Headquarters, New York City

Chairman:

IRVING I. SOLOMON
Manager
Ernst & Ernst
New York, N. Y.

Co-Chairman:

IAN G. FREETH
Data Processing Manager
Massey-Ferguson Ltd.
Toronto, Ontario, Canada

Guest Speakers:

CHARLES A. SANTORE
Manager — Data Processing
Bendix International
New York, N. Y.

JOHN J. BEIRNE
Vice-President
Electronic Business Services Inc.
New York, N. Y.

DONALD F. BLUMBERG
*Manager, Operations Research &
Long-Range Planning Activity*
TechRep Division
Philco-Ford Corp.
Fort Washington, Pa.

FRED A. GLUCKSON
Software/Hardware Analyst
Software Planning & Control
Finance Staff
Ford Motor Co.
Dearborn, Mich.

SEMINAR OUTLINE

I. ORGANIZING FOR COMPUTER EVALUATION AND SELECTION

- A. Organizing for Equipment Evaluation and Selection
- B. Establishing Your Organization's Requirements for Data Processing Equipment
- C. Keeping Up with the Changing Kinds of Data Processing Equipment Available
- D. Factors Influencing Equipment Selection:
 1. Economics vs. performance vs. your company capabilities vs. results
 2. Conversion considerations
 3. Staff and support considerations
 4. Other key factors
 5. Weighing the trade-offs
- E. Basic Criteria for Equipment Selection and Pay-Out
- F. Using Outside Services for Assistance in Equipment Evaluation and Purchase

II. COMPUTER EVALUATION AND SELECTION TECHNIQUES

- A. Charting, Analysis, and Scoring Techniques for Making Equipment Comparisons

III. ANALYSIS OF EQUIPMENT FINANCING PROPOSALS AND OPTIONS — Lease, Buy, Net Leasing, Short-Term Reduced Price, Purchase/Leaseback, Used Equipment Purchase Plans

IV. NEGOTIATIONS WITH EQUIPMENT VENDORS

- A. What Should Be in a Contract?
- B. Preferred Customer Clauses
- C. Negotiation Tips

V. PRESENTING YOUR REQUIREMENTS TO THE MANUFACTURER

VI. STANDARDIZED MEASURES OF COMPUTER PERFORMANCE

VII. COMPUTER RATING TECHNIQUES

- A. A Computerized Technique for Evaluating Computers
- B. Other Rating Methods

VIII. EVALUATION OF SOFTWARE

IX. EVALUATION OF PERIPHERAL EQUIPMENT

X. EVALUATION OF DATA COMMUNICATION EQUIPMENT

XI. PRESENTING COMPUTER EQUIPMENT RECOMMENDATIONS TO MANAGEMENT

- A. Defensible Decision Making on Close Decisions
- B. Differentiating Key Factors for Management Review
- C. Providing Management with Rational and Logical Bases for Decisions

ORIENTATION



Designed for: Company Presidents; Vice-Presidents; Administration Vice-Presidents; Finance Vice-Presidents; Controllers; Corporate Data Processing Managers and Systems Managers; specialists who are directly involved in the organized effort to evaluate data processing and computer configurations in relation to company requirements, goals, and cost objectives.

Meeting format: Presentation and discussion.

NOW is the time to find out if real-time makes sense for your company

Because in business, knowledge — provided it is relevant, ample and timely — means power and control.

And real-time systems give you this kind of knowledge by eliminating delays that are most frustrating to managers and EDP specialists — namely time lags between data origination, collection, processing and presentation . . . red tape . . . gaps in communication . . . and many other obstructions. As one authority puts it, "Real-time gives you information in time for you to do something about it."

WHAT SHOULD YOU KNOW ABOUT REAL-TIME?

Everything, because real-time is costly. So deciding whether or not real-time systems are for your company today — or in 10 years — requires an exhaustive examination of your company's operational limitations and goals for the future. *And that examination must come now.* Moreover, the design and installation of a real-time system, particularly one that crosses departmental lines and includes many functions, is one of the stiffest tasks a manager can face.

WHAT CAN REAL-TIME DO FOR YOU?

Real-time can give you information on daily cash flow in each of your company's geographically dispersed offices . . . day-to-day inventory stock status at remote distribution centers . . . up-to-the-minute checks on revisions to your engineering drawings . . . immediate response to customer inquiries on location of shipments and delivery dates . . . guidelines on the most economical uses of inventory stockpiles . . . and the most profitable line of decision on problems of structuring order systems in complex, high-volume businesses.

And now, you and other members of your company's management team can arm yourselves with a realistic view of real-time systems and their applications by attending AMA's orientation seminar — **THE DESIGN AND APPLICATION OF REAL-TIME SYSTEMS** — to be held March 20-22, 1967, at AMA Headquarters, New York City.

At this seminar, speakers who are at the forefront of the latest developments in real-time systems will provide a valuable full coverage of major topics — the impact of RTS, computer requirements, communications requirements, software problems, the need for time-shared computers in RTS. The speakers will cover the design considerations unique to RT Systems — response time and payoffs, terminals, networks, engineering requirements, simulation and analytical techniques used in design. Working from this background, the speakers will then outline conversion to on-line operations, RTS implementation and operation. Feasibility studies for RTS and case studies on successful on-line systems will all be an integral part of this important meeting.

Register now by filling in and returning the clip-out card. If you wish, you may obtain immediate confirmation of your reservations by simply wiring or phoning AMA's Seminar Registrar in New York City.

THE DESIGN AND APPLICATION OF REAL-TIME SYSTEMS

Orientation Seminar #6294-08

JAMES E. MC GUIRE
*Vice-President in Charge of
Data Processing
Pan-American Airlines
New York, N. Y.*

ALBERT CHIAPPINELLI, JR.
*Vice-President
Computer Methods Corp.
White Plains, N. Y.*

WILLIAM E. DONAHUE
*Vice-President
Key Data Corp.
Cambridge, Mass.*

DOUGLAS M. PARNELL
*Director of ADP Management Office
United States Post Office
Washington, D. C.*

I. LONG-RANGE AND SHORT-RANGE PLANNING FOR REAL-TIME SYSTEMS

- A. Time Required for Design, Implementation and System Shakedown
- B. "Total" Approach vs. Step-by-Step Approach
- C. Developing a Planned Approach in Spite of Uncertainties
- D. Making Realistic Over-All Estimates of Costs, Schedules and Benefits for Achieving Real-Time System Operation

II. BUILDING THE SYSTEMS DEVELOPMENT ORGANIZATION TO ACCOMPLISH REAL-TIME SYSTEMS

- A. Recruiting, Selecting and Training
- B. Project Planning and Control
- C. Liaison Within the Company
- D. Progress Reporting and Control

III. DESIGN CONSIDERATIONS FOR REAL-TIME SYSTEMS

- A. Communications, Data Collection and Requirements, Networks Design
- B. Response Time and Payoffs
- C. Terminals; Networks; CPU; Auxiliary Memory Devices
- D. Special Engineering Requirements; Provision for Degraded Operation; File Security
- E. Reliability and Serviceability: Downtime and Real-Time
- F. Simulation and Analytical Techniques Used in Design — Pros and Cons
- G. Software Considerations

ORIENTATION



Designed for: Systems
concerned with
install a real-time
Meeting format:

APPLICATION OF REAL-TIME SYSTEMS

March 20-22, 1967

AMA Headquarters, New York City

Chairmen:

ROBERT E. WEITZNER
Manager of Teleprocessing
New York Field System Center
International Business Machines Corp.
New York, N. Y.

Guest Speakers:

DAVID HENRY
Chief of Data Processing
Lockheed-Georgia
Marietta, Ga.

JAMES O. WHITE
Director of Systems Planning
Lockheed Aircraft Corp.
Burbank, Calif.

ANTHONY J. BATOR
Technical Advisor
Eastern Region
Honeywell — EDP
Honeywell Inc.
New York, N. Y.

HAROLD S. UHRBACH
Senior Technical Staff Member
Auerbach Corp.
New York, N. Y.

JAMES C. HAMMERTON
Manager
Advanced Business Systems
Touche, Ross, Bailey & Smart
New York, N. Y.

DONALD H. MYERS
Manager, System Design
New York Support Center
International Business Machines
Corp.
New York, N. Y.

SEMINAR OUTLINE

III. PLANNING

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Systems Designers, Data Processing Managers, administrative personnel
design and implementation of RTS. Managers who are planning to
data processing system.

Presentation and discussion.

IV. CONVERTING TO YOUR FIRST ON-LINE OPERATION

- A. Communications with Personnel Affected
- B. Detailed Conversion Flow-Charts and Schedules
- C. Organization of a Conversion Task Force
- D. Evaluation of Initial Operations

V. IMPLEMENTING AND OPERATING REAL-TIME SYSTEMS

- A. Operating Problems During System Conversion and Start-Up
- B. Education and Training Problems
- C. Modifications and Extensions to the Operating System
- D. Impact on Company Policies and Organization Evaluating
- E. Intangible Costs and Benefits

VI. CASE HISTORIES OF SUCCESSFUL ON-LINE SYSTEMS

- A. Performance Expectations vs. Results
- B. Cost Expectations vs. Results
- C. Problems and Pitfalls
- D. Lessons Learned

VII. A LOOK AHEAD

- A. Plans for Extending Existing Real-Time System Applications
- B. New and Anticipated Applications
- C. The Coming Impact of O-L-R-T Systems in Business and Industry

VIII. DISCUSSION OF REGISTRANTS' PLANS, PROBLEMS, AND INTERESTS

ONLY SCHEDULED SESSION — AMA's Sp

"THE COMPUT

MANAGEMENT'S STAKE IN SHARED-TIME AND SHARED-INFORMATION SYSTEMS

Is the computer utility really as ideal for the corporate user as management is tempted to believe? Why should both systems men and managers stop, look and listen — now?

The concept of services shared by many users, each bearing only a small fraction of the total cost of providing that service, is not new to our society — nor does it adequately describe what experts mean when they talk about "the computer utility" which also differs fundamentally from normal computer service bureaus. Yet by almost every yardstick, the concept is tempting, so why the heated debate?

This special AMA Briefing, outlined opposite, offers you a close-up view of management's stake in shared-time and shared-information systems. First, what the system involves — a tele-data processing system (in which many remotely located users are connected via communication links to a central computing facility) in which usage and costs are shared without requiring physical transport of data and programs between users and the computer center. Second — a general-purpose public system, simultaneously making available to a multitude of diverse, geographically distributed users, a wide range of different information processing services and capabilities on an on-line basis. Services would be supplied directly to your location and computer control could be performed simultaneously, on-line, at each of the remote sites as though you had the entire facility at your full-time command.

Obviously, services rendered by the computer utility are very much more numerous and complex than those of the traditional utility — for the nature of the service concerns different applications, needs and functions which could in some way be related to the processing, storage, collection and distribution of data.

This special Briefing falls into four major segments concerned with the kinds of planning required to maximize effective usage of services, the major usage and cost considerations, a look at case histories of user experiences, and a view of available services today.

What questions should you be asking if you want the truth about whether computer utilities are for you? You can start by asking how your in-house capability compares with available utility services. Next you want to be sure you understand the distinguishing features of information banks . . . computational utilities, both special and general purpose . . . commercial processing utilities . . . or combined and "complete" utilities. Where are the shortcomings in your own information system — in data communications? terminals? hardware and software? staffing? How do these considerations bear on your decisions about shared-time and shared-information services?

How does the computer utility affect your planning? What are the main considerations — in input and output? size of data bank? high speed vs. low speed, report format and frequency? — and how do they shape your plans for using utility services? Would you really be money ahead with a small computer instead of buying shared-time? How do you begin to measure the costs? What effect would priority processing have on your company's monthly utility bill? Do you own the programs you use or does the utility? What are both the legal and security considerations? What about back-up considerations? What are user-utility obligations? How do you negotiate the contract?

This Briefing is designed to give you the facts, cut through the heated debate on who should supply the services, help you see the key decision points where your inquiries should be most uncompromising. The meeting is also designed to give you practical experience in the form of case histories for users — a small company, a large company, a government user and a planned joint educational user. The meeting will conclude with a view of the services currently available and the impact of this availability on management.

SPACE IS LIMITED — SO REGISTER EARLY. Simply use the clip-out card today. Fill it out and mail it early. Or, for immediate confirmation of your reservations, simply wire or phone AMA's Registrar in New York City.

COMPUTER UTILITY"

Briefing Session #6394-03
March 8-10, 1967
Statler-Hilton Hotel, New York City

Chairmen:

DOUGLAS F. PARKHILL
Associate Head—Communications
Planning & Research
MITRE Corp.
Bedford, Mass.

GUY H. DOBBS
Dept. Manager, Corporate
Computer Center
Systems Development Corp.
Santa Monica, Calif.

BRIEFING OUTLINE

- I. INTRODUCTION — THE COMPUTER UTILITY CONCEPT
- II. THE "IN-HOUSE" UTILITY AND THE EXTERNAL COMPUTER UTILITY SERVICE ORGANIZATION
- III. TYPES OF COMPUTER UTILITIES — THEIR FEATURES AND OPERATIONS
Information Banks; Computational Utilities (Specialized and General Purpose); Commercial Processing Utilities (Specialized and General Purpose); Combined and "Complete" Utilities
- IV. USER-UTILITY OPTIONS AND CONFIGURATIONS
The "Hybrid" System; Local Storage with Utility Computing, Etc.
- V. MAJOR SEGMENTS OF A COMPUTER UTILITY
Data Communications, Terminals, Hardware and Software
- VI. USER ADVANTAGES AND DISADVANTAGES OF A COMPUTER UTILITY
- VII. PLANNING AND SYSTEMS CONSIDERATIONS IN USING A COMPUTER UTILITY
Input and Output Considerations, Sequence, Size of the Data Bank, High Speed vs. Low Speed, Paper vs. CRT Output, Report Format and Frequency, Etc.
- VIII. COST AND ECONOMIC CONSIDERATIONS
A. Small Computers vs. Computer Utility Concept
B. Utilization and Cost Determination Factors
C. Priority and Its Effect on Accounting Charges
- IX. LEGAL AND SECURITY CONSIDERATIONS
- X. RELIABILITY AND QUALITY CONTROL CONSIDERATIONS
A. Recourse to User If Lost or Inaccurate Data
B. Back-Up Considerations
- XI. TERMINAL SELECTION AND USER DIRECT-ACCESS CONSIDERATIONS
- XII. USER-UTILITY RESPONSIBILITIES — THE CONTRACT AND WHO SUPPLIES WHAT
A. Developing and Negotiating the Contract
B. Importance of the Computer Utility Accounting System
- XIII. THE NEED FOR STANDARDIZATION AND COMPATIBILITY IN USING UTILITIES

- XIV. USER CASE HISTORIES AND EXPERIENCES
A. A Small Company User — Federal Distillers, Inc. Cambridge, Mass.
B. A Large Company User — Raytheon Co. Bedford, Mass.
C. A Government User — United States Navy San Francisco, Calif.
D. A Planned Joint — Franklin & Marshall College Lancaster, Pa.
- XV. SELECTED COMPUTER UTILITY SERVICES, DESCRIPTIONS, ILLUSTRATIONS, AND DEMONSTRATIONS
- XVI. OUTLOOK AND POTENTIALS FOR COMPUTER UTILITIES
Uses; Regulatory Aspects; Local, Regional and National Developments
- XVII. IMPACT ON MANAGEMENT
A. Demand Information Menu; Rapid Computational Capability, Alternative Decision Testing, Management Education and Development
B. Organizational Implications (User Priorities, Controls, Etc.)
- XVIII. SUMMARY AND CONCLUSION

SPECIAL FEATURE LUNCHEON ADDRESS:

"THE COMPUTER UTILITY" — SOME REGULATORY IMPLICATIONS

BERNARD STRASSBURG
Chief, Common Carrier Bureau
Federal Communications Commission
Washington, D. C.

Although the data processing industry and the communications carriers are prime candidates to supply data utility services, these industries differ in market environment and structure. Moreover the utility concept generally implies a natural "monopoly" requiring government restraint of one kind or another. Which industry is best prepared to provide computer utility services? Mr. Strassburg will discuss some of the regulatory implications surrounding "the computer utility"—the high costs of market entry, charges for, or costs of communication lines; and the requirement "to protect the privacy of information."

Guest Speakers:

ARNOLD H. SINGAL
Vice-President
Federal Distillers, Inc.
Cambridge, Mass.

L. E. DONEGAN, JR.
Director of Information Marketing
International Business Machines Corp.
White Plains, N. Y.

BENJAMIN C. ZITRON
President
Data Network Corp.
New York, N. Y.

JEROME B. WIENER
President
Mandate Systems, Inc.
New York, N. Y.

LOUIS CIMINO
Manager, Information Systems & Computer Dept.
Space Technology Center
General Electric Co.
Philadelphia, Pa.

DR. MURRAY TUROFF
Member of Research Staff
Institute for Defense Analysis
Arlington, Va.

RICHARD D. SPRAGUE
Director, Advanced Business Systems
Touche, Ross, Bailey & Smart
New York, N. Y.

JAMES D. BABCOCK
President
Allen-Babcock Computing Inc.
Los Angeles, Calif.

THOMAS C. O'SULLIVAN, JR.
Manager of Data Systems Section
Raytheon Co.
Bedford, Mass.

DR. MANLEY R. IRWIN
Associate Professor of Economics
Whittemore School of Business & Economics
Durham, N. H.

CHARLES W. MISSLER
Manager, Technical Computer Center
Ford Motor Co.
Dearborn, Mich.

SAMUEL LEVINE
Vice-President — Advanced Planning
The Bunker Ramo Corp.
Stamford, Conn.

RICHARD G. MILLS
Assistant Director—Project MAC
Massachusetts Institute of Technology
Cambridge, Mass.

ROBERT W. HODGERS
Vice-President, Information & Services
Western Union Telegraph Co.
New York, N. Y.

JOSEPH J. GAL
Vice-President
White, Weld & Co., Inc.
New York, N. Y.

S. F. DAMKROGER
Assistant Vice-President
Marketing & Rate Plans Dept.
American Telephone & Telegraph Co.
New York, N. Y.

BERNARD STRASSBURG
Chief, Common Carrier Bureau
Federal Communications Commission
Washington, D. C.

ROBERT A. LEONARD
President
ITT Data Services
Paramus, N. J.

DR. KEITH SPALDING
President
Franklin & Marshall College
Lancaster, Pa.

CAPTAIN FRANK S. HAAK, USN
Executive Assistant
Office of Special Assistant to Secretary of Navy
The Pentagon
Washington, D. C.

Briefing Session Registration Procedure — To register, fill out and return the card. Or, you may wire or phone the Registrar at the address given. Registrations must be made in advance, and may be made up to the time of the meeting, subject to confirmation by the Registrar. Applicants are requested not to come to the meeting unless they have received advance confirmation. Confirmed registrations cancelled later than two weeks before the meeting are subject to a \$25 service charge. Registrants whose applications have been confirmed and who fail to attend a meeting are liable for the entire fee unless they contact the Registrar prior to the meeting to cancel their reservations. Registration fees are listed below.

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Three-day meeting	\$150	\$175

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The American Management Association Building
135 West 50th St., New York, N. Y. 10020

Tel. (Area Code 212) Judson 6-8100 (TWX 212-640-5279)

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POSITION	_____	
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STREET	_____	
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☐ Please register the above executives for AMA's Briefing Session #6394-03, "THE COMPUTER UTILITY" — MANAGEMENT'S STAKE IN SHARED-TIME AND SHARED-INFORMATION SYSTEMS, to be held March 8-10, 1967, at the Statler-Hilton Hotel, New York City.

6-5913

☐ Please Send Membership Information ☐ Check Enclosed ☐